

DRAFT

29 March 1955


MEMORANDUM FOR: CIA Offices

SUBJECT: Coordination of Requirements

1. Since the last meeting which I held with the offices on this subject (February 18, 1955) you will recall a discussion was held with the IAC agencies on February 25 and the memorandum for the record on that meeting has already been sent to you. Subsequently my office held further informal discussions with the IAC representatives. On the basis of these various discussions my current thinking is to send forward to the Director a report along the lines of the attached.

2. While it may be necessary to call another meeting within the Agency before circulating this draft to obtain the views of the other agencies, it would be helpful to me if I could have in writing your reactions to my proposed report. I am particularly interested in knowing whether I properly reflect your views as stated at the end of paragraph 3 and, of course, wish to know whether you agree or disagree with my report otherwise. You may have changes to suggest or you may have such contrary views that you would want to submit them in a separate attachment to the Director.

3. Once we had come to some understanding within the Agency I would propose to circulate this draft report to the IAC agencies omitting paragraphs 3 and 4, submitting them separately, inasmuch as any final report will have to be disseminated to the IAC agencies.
4. If possible, I would appreciate hearing from you by April 8.


Special Assistant to the Director
for Planning and Coordination

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Attachment

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29 March 1955

MEMORANDUM FOR: Director of Central Intelligence

SUBJECT: Coordination of Requirements

REFERENCE: IAC-D-50/5, 20 January 1955 -- "Review of Provisions for the Development and Coordination of Specific Information Requirements and Collection Tasks"

1. You requested that in consultation with the representatives of the other IAC agencies I undertake a review of the existing provisions for the development and coordination of information requirements and collection tasks in conformity with established Priority National Intelligence Objectives. I have discussed this matter with the IAC representatives at some length and after consultation with their respective supervisors they advise me:

a. That their respective agency's requirements are responsive to DCID 4/4 although, of course, their responsibilities also include requirements not covered by that Directive;

b. That in their view the existing arrangements for the coordination of requirements, where necessary among the agencies, are adequate; and

c. That, in their opinion, no new coordinating mechanism or procedures are required.

2. In these discussions it was recognized that there are specific problems in the coordination of requirements which arise from time to time such as

the need for guidance on the part of the director of NSA or such as has recently been the concern of the IAC with regard to defectors. It was recognized that individual collection administrators and plagued from time to time with shortages of funds and personnel or other weaknesses. It is believed that these can be best corrected by being dealt with as specific problems as indeed in certain cases they are being or have been.

3. Representatives of the CIA offices and I have together considered the existing arrangements for coordination of requirements and the collection programs of the community. No suggestion for a new mechanism or procedure has been made except one proposed by the Office of Current Intelligence. This proposal is essentially that the IAC should establish a sub-committee or other mechanism to prepare a list of the intelligence requirements which flow from the new DCID 4/4. These intelligence requirements would be for the production of finished intelligence on those critical deficiencies cited in 4/4, recognizing of course, that the Government also required other intelligence production. In addition there would be a subcommittee composed of those responsible for administering the various collection systems of the Government. Its function would be to prepare the information requirements which stem from the intelligence requirements outlined by the first subcommittee and to allocate the collection tasks. The offices within CIA have varying reactions to this proposal. ONE OCD, OO and FI seem not to favor it. OSI along with OCI favor the proposal and ORR is inclined to doubt the utility of the proposal.

4. I understand a similar proposal has been made as a means of providing guidance to the director of NSA. It may be that for that facility some such procedure may be justified. I have not looked into that matter inasmuch as I understand it is under consideration by USCIB itself. Even were it proved desirable for USCIB I do not believe it is practical and useful to apply the proposal to intelligence generally.

5. My own opinion is that adequate guidance is being provided to the intelligence producing units of the IAC in regard to DCID 4/4 through the estimates program and the construction of terms of reference for each of the estimates in turn. Beyond this consideration of production there probably are areas where research activities should be coordinated and it is for these reasons that the IAC has already established the ECI and the SEC, the Watch Committee and very recently the ad hoc committee on the Formosa Straits to produce authoritative current intelligence for the President.

6. With regard to the determination of collection tasks to acquire specific information requirements there already exist procedures and arrangements which while undoubtedly not entirely perfect do provide for coordination in the sense that material which can be obtained from overt sources is not levied upon the clandestine services, there is a genuine effort to insure that a request for collection is not made for information which is available in Washington or that requests for the same information are not wittingly levied upon two collectors simultaneously (it being borne in mind that the efforts of more than one collector to obtain the same information may be in many cases entirely justifiable).

7. Accordingly I recommend that no new mechanism be established for the coordination of requirements for the collection of information. As specific problems arise they can be treated directly. Insofar as the regular procedures of the agency or the IAC do not seem suited to deal with a given problem you may wish to assign an officer to make a special investigation and report such recommendations to you.